



THE ANTI-CRUELTY SOCIETY

A Commitment to Caring *Since 1899*

Volunteer Department

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DOG CARE TRAINING MANUAL

INTRODUCTION

Welcome to the Dog Care I Volunteer Program!

As a volunteer in the Dog Care Program, you will have an opportunity to make the shelter experience better for the dogs in our charge while also preparing them for their future homes.

Program Objective

Canine stress in a shelter has a direct impact on the health and well-being of the dogs in our care. The constant noise and stimulation of the kennel environment can cause dogs to become increasingly aroused, anxious and frustrated, which leads to behaviors that are undesirable to adopters and will likely affect the dog's ability to integrate quickly and successfully into a new home. Since adopted dogs often experience the most stress during the first few weeks in a new home, it is vitally important that we do everything we can to help reduce stress and help dogs learn behaviors that increase their chances for success.

The Dog Care I is focused on providing daily care and experiences that help prevent or relieve some of the stress, boredom, frustration and related behavioral deterioration that a dog may experience upon confinement in a shelter environment.

Additionally, behaviors which are attractive to adopters will be learned and maintained as each dog receives appropriate guidance and reinforcement. Unwanted behaviors that tend to deter adopters (and cause stress for dogs and those who work with them) will diminish as the dogs learn alternative behaviors and are given less opportunity to practice undesirable behaviors. It is our expectation that these efforts, if implemented consistently, will result in enhanced well-being, more successful adoptions and shorter stays for our dogs.

Dog Care I Training Requirements

- 1) Virtual Volunteer Orientation:** Volunteers are asked to watch our Virtual Volunteer Orientation and take a quiz to test your knowledge of the Society's services, programs, and philosophies.
- 2) Animal Handling Training:** Once you successfully completed your Virtual Volunteer Orientation you received an invite to attend Animal Handling Training. This lecture-based training prepared you with knowledge about basic animal body language, handling philosophies, safety, and more. Be sure to bring a copy of your Training Tracker (see Volunteer Handbook) to each step of your training.
- 3) Program Training:** At your Dog Care training session you'll learn everything you need to fulfill your goals within your program. Prior to attending your training you should have reviewed this manual, re-read the Volunteer Handbook, and watched the following videos:

Required Videos:

- [Reading Body Language](#)
- [Dog Enrichment](#)

Optional Videos:

- [DIY Leash Harness Tutorial](#)
- [Properly Leashing a Large Dog](#)
- [Leashing a Small Nervous Dog](#)

- [Harnessing a Dog](#)
- [Leashing a Rambunctious Dog](#)

At the end of the session you will be asked to schedule your final step in training, your solo session. Volunteers are required to complete their solo session within a month of attending Program Training.

4) Solo Session: Your volunteer solo session is an opportunity for you to come in on your own to give your program a test run. Utilizing the program checklist at the end of this manual, you'll come in on your own without a trainer to work in your program for the first time. At the end of your session you will need to turn in your Training Tracker to the Volunteer Services department. Once your tracker is received, you will receive a voucher to obtain your Volunteer Welcome Kit, which includes your apron, program button, volunteer t-shirt, and program supplies, from the front desk. The Volunteer Services department will also activate your volunteer profile and add you to the newsletter list.

Dog Care I Responsibilities:

- 1) Tend to basic physiological needs
- 2) Relieve stress and boredom
- 3) Teach basic life skills
- 4) Document your work

Program Levels:

The Dog Care program is split into two levels to give volunteers and staff an opportunity to build upon their handling skills and knowledge of dog behavior.

Dog Care I: All Dog Care I volunteers and kennel staff are trained in basic enrichment. These techniques teach the basics of classical conditioning and reward training. Classical conditioning helps teach dogs to associate their kennel and people with positive things. Reward training techniques help us teach more appealing kennel presentation by rewarding appropriate behaviors and not reinforcing inappropriate behaviors. Dog Care I also introduces basic use of a clicker and various that can be prepared and implemented by staff and volunteers in a short amount of time.

Dog Care I training also teaches how to desensitize dogs to common items and events that often trigger undesirable behavior. These triggers include people approaching kennels (especially with a leash or food in hand), opening and closing kennel latches and doors, as well as leashing and removing dogs from kennels. Through consistency and progressive desensitization, volunteers will help teach dogs to display polite behavior when people approach their kennel for any reason. Volunteer will learn more about how to increase polite behavior (and prevent impolite behavior), both in and out of kennel, through appropriate reinforcement and management.

Note that only volunteers trained in the Dog Care II program have the training and authority to use verbal cues such as "sit," "stay," etc. with the dogs. Our goal is to provide canines with consistent training techniques and for this reason we ask that volunteers refrain from using commands until they reach the next level.

Volunteers who are trained within the Dog Care I program should be able to explain and demonstrate the following:

- The meaning of enrichment and several different activities that can be done quickly to enhance a dog's kennel experience and well-being
- The basics of classical conditioning/forming positive associations and how and why classical conditioning is used in the kennels
- Operant conditioning/reward training techniques and how reward training is used to teach positive kennel presentation
- How reward training techniques benefit the animals and contribute to mental stimulation
- How the clicker/'yes' marker is used and why it is beneficial to use a clicker to 'mark' desired behavior
- How and why it is beneficial to desensitize the dogs to triggers such as leashes, people approaching kennels, opening kennel latches and doors, etc.
- How and why we wait for polite behavior before proceeding with removing a dog from the kennel, or moving forward with any desirable activity
- Simple reward training techniques to reinforce desired behavior on leash outside the kennel
- Various methods to prevent undesirable behavior, both in and out of kennel

Dog Care II: Dog Care II training is offered to volunteers who have demonstrated proficiency as a Dog Care I volunteer, have completed 25 hours in Dog Care, and have passed the Dog Care II: Pre-Training Assessment. In this advanced program volunteers use reward training and clicker shaping techniques to teach dogs basic manners, behaviors and cues. Volunteers learn how to effectively apply the concepts of progressive desensitization and classical conditioning to various situations. Volunteers at this level are also trained on how to take dogs on walks around the neighborhood. Volunteers who are interested in training in this advanced program should contact the Volunteer Services Department for details.

Cross-Training: Volunteers who have completed 25 hours or more within their current volunteer program are welcome to cross-train into any new area. If you are interested in cross-training into Dog Adopts, Cat Adopts, Clinic Patient Care or another Level 1 or Level 2 volunteer program please contact the Volunteer Services department for details and scheduling.

Additional Dog Programs & Projects: There are a variety of dog-related projects that trained volunteers will be welcome to take part in. These include seasonal Puppy Parades, Rescue Dog Intakes, Dog Rehab Socialization, Puppy Socialization, Shelter Dog Class and more! Details on these opportunities will be communicated to volunteers through the weekly volunteer newsletter as they become available.

Foundations of Enrichment: Minimum Standards of Care

It is a daily priority to meet and exceed certain minimum standards of care and well-being for the animals in our care. These standards serve as the foundations of a successful enrichment program. The following "Minimum Standards of Care" are the framework for the Dog Care programs and detailed information within this manual.

We have an obligation to ensure that dogs have a clean living space.

If a kennel is soiled it should be cleaned by staff as soon as possible. Dogs' kennels should not remain wet or soiled when staff is on duty. Volunteers can assist staff in spot-cleaning but should ask for direction first.

We have an obligation to ensure that dogs have clean, fresh water at all times.

Frequently monitor and refill water bowls.

We have an obligation to provide a comfortable, dry bed for every dog.

If bedding is wet or soiled, replace it. Shredding of towels should not necessarily exclude a dog from receiving one. The act of shredding provides stress reduction for many dogs. In certain cases, alternative bedding may be more appropriate.

We have an obligation to provide appropriate dog chew items and toys at all times.

Toys should be appropriately sized and in good condition; monitor for safety, especially with strong chewers. The toy(s) should change on a regular basis. Damaged toys could become dangerous and should be discarded.

We have an obligation to ensure that dogs engage daily in positive interactions with people.

Depending on the dog, appropriate interactions can range from tossing a treat into a kennel to extensive handling and socialization. All interactions should be with the dog's comfort/stress level in mind and should never be forced.

We have an obligation to allow dogs opportunities to eliminate outside their living space.

Every effort should be made to allow dogs to eliminate outside of their usual living area.

We have an obligation to ensure that dogs have opportunities for quiet time.

Every dog can benefit from some time away from the stressful kennel environment. When possible, dogs should be given opportunities to relax in a quiet environment.

We have an obligation to ensure that dogs receive appropriate health and medical care.

Dogs should receive routine healthcare and prompt attention for any illness or physical condition that arises while in our care. Follow existing protocol to alert staff immediately about any concern or condition that may require medical attention.

It will require ongoing effort and cooperation from all staff and volunteers in order to meet these obligations. When these standards are consistently maintained, the positive effects will be felt throughout the shelter.

DOG CARE VOLUNTEER POLICIES

Importance of Following Procedure and Policy

As a volunteer it is important to follow all procedures and policies. These have been compiled from the knowledge and experiences of other Anti-Cruelty Society volunteers and staff. They have been created in an effort to protect the animals and people who interact with them. Adhering to these procedures will assist you with your volunteer responsibilities.

If at any time you have any questions, issues or concerns, please bring them to the attention of the Volunteer Services Department. Failure to follow volunteer guidelines may result in immediate dismissal from your program.

Safety Guidelines

For your own safety, the safety of other dogs and visitors, please do not perform training techniques you have not received instruction for via an Anti-Cruelty Society staff member. Also, please do not sit on the ground with a dog as this compromises your safety and may come across as poor customer service. When removing dogs from dog adoptions, avoid lingering in the room as it may cause stress, which can cause a dog to become reactive. For your safety, please ensure you are also following the dress code as is outlined in your Volunteer Handbook.

If you have dogs of your own at home, be sure that they are current on all of their vaccinations before you begin to volunteer with our canine population. Illnesses such as Parvo are rare in our shelter environment, but when they do appear, can be lethal to puppies and unvaccinated dogs. To protect your own pets, they should be up-to-date on their vaccines before you begin volunteering.

Reading Animal Information: All volunteers who work hands-on with animals are required to review any and all kennel notes prior to making physical contact with the pet. Whether a temporary sign, kennel card or behavior report, it is vital for volunteers to learn as much as possible about each animal before handling them directly. Failure to review this information may result in injury to the volunteer, animal, staff or a visitor. Volunteers who repeatedly fail to review an animal's information prior to handling may be dismissed from their volunteer program.

Bites and Scratches: If at any time you or a visitor is bitten or scratched it must be reported immediately to a manager on duty. Animals who bite and draw blood must undergo a 10 day rabies quarantine on-site per the Illinois Department of Agriculture. Animals who bite are typically reassessed after the rabies quarantine to ensure their continued adoptability.

Hygiene: Practicing good hygiene not only prevents the transmission of illness between animals, it also keeps the human handlers safe. Please follow these guidelines to ensure good hygiene:

- Wash your hands before and after each dog encounter.
- In addition to hand-washing, utilize hand sanitizer when it is available.
- Hand-washing is also required if you come into contact with a fomite (i.e. any object that may potentially be carrying a germ), feces, blood, body fluids, secretions, excretions, exudates or articles contaminated by these substances.
- Wash hands before eating, drinking or smoking; after using the restroom; after cleaning animal cages or animal-care areas; and whenever hands are visibly soiled.
- Staff will properly disinfect toys and brushes, but volunteers are responsible for placing them in the sink in the Dog Adoptions kitchen directly after use. Do not allow dogs to share toys that have been used by other dogs and not disinfected.

Animal Sickness: To ensure the safety and protection of all animals in the shelter requires continual observation of their health and temperament. If an animal shows any sign of illness (such as sneezing, vomiting, discharge from the nose or eyes, runny or bloody stool or urine, or unusual behavior), it is important to immediately notify a shelter staff member.

Cleaning Up After Dogs: To maintain a clean and healthy environment for both people and pets volunteers who work with our canine population are required to clean up after each dog in their care. This

includes mopping up urine in hallways, the adoption lobby and in offices, as well as disposing of feces and disinfecting the area.

Volunteers are not required to deep clean dog's kennels as only staff are specifically trained on how to utilize special cleaning equipment and commercial grade disinfectants. Volunteers are welcome to "spot clean" a dog's kennel by removing soiled newspaper or shoveling up feces, but should not be spraying or disinfecting the space. For details on how to properly spot-clean, ask a staff member for assistance.

Collecting Fecal Samples: Should you have a dog out that requires a fecal sample, or has loose stool you would like examined, you can collect a fecal sample. Fecal sampling supplies and instructions are located in the volunteer office dog program cabinet.

Our Training Philosophy

The Anti-Cruelty Society believes that cats and dogs can be easily trained to do basic behaviors without the use of force or domination. Positive reinforcement is the best tool for building a foundation of mutual trust, respect, and an understanding that will remain throughout each pet's life. A heavy hand is never necessary in having a well-trained pet. To read more about positive reinforcement and why this training philosophy has been proven most effective when training animals, visit the [Volunteer Resources](#) page of our website. Volunteers who employ a training philosophy at odds with positive reinforcement may be asked to resign from their volunteer program.

Verbal Training Cues: Note that only volunteers and staff trained in the Dog Care II program have the training and authority to use verbal cues such as "sit," "stay," etc. with the dogs. Our goal is to provide canines with consistent training techniques and for this reason we want volunteers to refrain from using their own unless they train in the Dog Care II program.

Using Treats: Treats can be a great motivator for shelter dogs. Please follow the guidelines below to ensure you are utilizing them appropriately.

- **Keep them tiny!** You do not need to insert a big glob of food in your dog's mouth for them to be rewarded! The smaller the treat, the quicker they associates their actions with the reward.
- **Moist, soft treats are best** because they are more flavorful and the dog can eat them quicker, thereby associating the reward with the behavior. A dog that has to chew a hard biscuit for 10-15 seconds can forget why they got the biscuit in the first place!
- **Timing is critical** – you need to get the treat into their mouth within 1-2 seconds of them doing a behavior for them to understand the reward is for that behavior.
- **The food must be rewarding to the dog.** Don't use food the dog doesn't like, or that isn't "special" to the dog when working in a high distraction area. If the dog has problems with diarrhea, you can use some of the dog's kibble as a treat.

An Open Door for Animals

The Anti-Cruelty Society is an open-admission (or "open door") humane society. We will never turn an animal away that comes to us – no matter what their condition, age, breed or species. Many of these animals are healthy, good natured pets who go up for adoption. There are, however, animals that come to our shelter sick, severely injured, too aggressive or behaviorally unsound to be placed for adoption. Sometimes these animals can be rehabilitated, but sometimes they cannot. In this case, euthanasia is the most humane alternative. As with limited-admission shelters, we do not euthanize animals for space or time limits. Limited admission, or "no-kill" shelters, select which animals they will accept and reject the

rest. The Anti-Cruelty Society believes that no animal in need should ever be turned away. For this reason the Society has made an informed decision not to associate itself with the term “no-kill” as it can be deceiving and cause confusion.

Emotional Considerations: Working with animals can become emotionally exhausting at times. Whether seeing a pet sit in their cage for an elongated stay, or parting with an animal upon their adoption, there are many emotional considerations to keep in mind when volunteering in an animal shelter.

Whether you feel overwhelmed by an animal’s adoption return, or a recent relinquishment, it’s important to focus on the positives and what you can personally do to make an impact in each animal’s life. Whether they are here for a short period of time, are transferred out to one of our partners, or euthanized, you have a unique opportunity to care for that pet during your volunteer visit.

If you should ever find yourself struggling to cope with the emotional aspects of volunteering, please contact our Volunteer Department for additional resources and assistance.

Euthanasia: The majority of the euthanasia performed occurs to animals undergoing tests and evaluations by the clinic and staff, prior to placement in the adoption rooms.

Sometimes cats and dogs who have been placed in the Adoption room undergo reevaluation for health and temperament, and may be deemed unadoptable. In these circumstances The Anti-Cruelty Society exhausts the following options when appropriate before euthanizing an animal:

- Medical treatment and placement in our rehabilitation suite.
- Relocation to foster home for the treatment of an illness and/or socialization.
- Placement with a rescue organization if available

If these options are not feasible, the shelter may decide to euthanize the animal in question. With this in mind, please note that there is no time limit on any animal that is up for adoption and that as long as they remain healthy and psychologically sound, they will remain in the Adoption Room until an appropriate placement is made.

Please show consideration to the shelter staff who are directly involved with the making of these difficult decisions. If you should ever have a question regarding our Euthanasia Policy, or a specific decision that was made, please speak with a Shelter Manager or contact the Volunteer Services Department.

Scheduling & Logging Volunteer Hours

All volunteer in Level 1 programs are required to pre-schedule their volunteer shifts, as well as log their completed hours, on their [individual volunteer profiles](#). Volunteers who repeatedly avoid pre-scheduling or forget to log their hours may be dismissed from continuing on in their program.

Volunteer Office Use

Volunteers are welcome to utilize the Volunteer Office for one-on-one dog socialization before we open for adoptions at 12:00 p.m. each day. Please make sure you hang a “loose dog” sign on the door’s window to alert entering volunteers that a dog is unleashed. Also make sure to clean up the space after each dog’s visit. This includes mopping up and disinfecting urine using the mop bucket across the hall, and picking up any toys that were used and placing them in the Dog Adopts kitchen for staff to disinfect.

GETTING STARTED

When You Can Volunteer

- The Anti-Cruelty Society is open to the public 7 days a week for adoptions:
 - Monday-Friday: 12:00 pm – 7:00 pm. Last adoption application at 6:30pm
 - Saturday & Sunday: 12:00 pm - 5:00 pm. Last adoption application at 4:30pm
- The Anti-Cruelty Society is open to the public for the receiving of animals seven days a week from 9:00 am - 7:00 pm.
- Dog Care volunteers should be coming in **before or after** the shelter is open for adoptions to help prepare animals for the day ahead and help them settle post-adoption hours. That's from 8 a.m. – 12 p.m.. any day of the week, 6:30 p.m. – 7:30 p.m. on weeknights, and 4:30 p.m. – 7:30 p.m. on weekends.
 - Dog Care volunteers who come in between 8:00 a.m. – 9:00 a.m., and also between 6:00 p.m. – 7:15 p.m. should help with scheduled walking. Details on this sub-project are below.
 - Note that to enter the building before public hours you'll need to press the doorbell at the LaSalle entrance. If you arrive just after 8:00 a.m. you can also enter through the clinic off of 169 W. Grand Avenue through the lower level. Let the reception team know you are a volunteer.
 - Dog Care volunteers are required to pre-schedule their volunteer shifts at www.myvolunteerpage.com.

Holidays: Dog Care volunteers are welcome to come in at any time of the day on dates when were are closed to the public due to a holiday.

Where You Can Volunteer: Volunteers can utilize the Adoption Center, courtyard, and volunteer office dog socialization rooms while volunteering. Dog Care volunteers are also encouraged to bathe dogs in the Clean & Preen room if a bath is needed.

If available, volunteers are also welcome to utilize the Training room on the west end of the building. Currently open volunteer hours for this space are weekdays, from 9:00 a.m. – 10:00 a.m.. Volunteers are also welcome to check with Animal Behavior & Intake staff to see if the room is available during other parts of the day. Refer to the Training Center Etiquette document at the end of this manual for additional details.

When You Arrive: Upon arrival volunteers should sign in at the front desk. This allows staff to know, at a glance, who has arrived for their shift.

After signing in head to the Volunteer Office to store your personal belongings in one of the provided lockers. You will need to bring your own lock. Collect whatever supplies you may need, included treats, clickers, and leash. If it is your first visit also grab your volunteer ID badge off the bulletin board. Following your shift you should take it home with you.

Before Concluding Your Shift: Notify staff and other volunteers in Dog Adopts that you are leaving. This way personnel knows how many people are currently in the room and that you are no longer available to assist them with the dogs.

Then head back to the volunteer office to gather up your belongings and remove your lock from the locker.

Working Alongside Anti-Cruelty Society Staff and Other Volunteers

Anti-Cruelty Society staff members are in the room to tend to the dogs and during adoption hours to assist the public. Please ask a staff member for assistance with handling a dog, answering a question, or other needs you may have.

Here is a glimpse of the typical Dog Adopts room schedule:

Daily:

- 8am-9am: Dog Care volunteers walk dogs; Staff feed dogs breakfast
- 9am-12pm: Dog Care volunteer socialize and train dogs; Staff perform morning deep cleaning
 - 10am-12pm: Staff clean and hose down courtyard. Exact cleaning start time varies.
- 12pm: Adoption Center opens to visitors
- 2-2:30pm: Staff feed dogs dinner

Monday-Friday:

- 6-7pm: Staff spot clean Dog Adopts; Volunteers take dogs on final walks
- 6:30pm: Staff takes final adoption application
- 7:30pm: Managers perform final checks
- 7:45pm: Building shuts down to staff and volunteers

Saturday-Sunday:

- 4:30pm: Staff takes final adoption application
- 5-7:30pm: Staff performs Dog Adopts deep cleaning
- 7:30pm: Managers perform final checks
- 7:45pm: Building shuts down to staff and volunteers

Volunteer Mentors: These experienced volunteers are promoted to Volunteer Mentor status following nomination by a staff member or fellow volunteer. Mentors wear a yellow badge signifying their status. These volunteers are available to answer questions or assist new volunteers. You can check a mentor's schedule on the Volunteer Scheduler on the Anti-Cruelty website. Volunteer Mentors also check-in as available on the "Sign-In" sheet at the front desk during their shifts. Feel free to reach out these experienced volunteers should you need assistance.

DOG CARE I RESPONSIBILITIES

The following are basic responsibilities for all Dog Care I program volunteers. For video tutorials demonstrating some of the procedures below view the Volunteer Resources page [here](#).

1) Tend to basic physiological needs

Scheduled Dog Walking: The Anti-Cruelty Society performs scheduled walks for adoptable dogs from 8:00 a.m. – 9:00 a.m. and 6:00 p.m. – 7:15 p.m. every day. If you are volunteering during this time frame you should focus your efforts on helping fellow volunteers get all of the dogs in the Dog Adopts area out before undertaking other Dog Care tasks.

The goal of scheduled dog walking is to get every dog in the Dog Adopt room in and out twice daily so that feeding and cleaning is easier on staff and to help dogs develop basic house-training skills. Please note that things may get messy during the walks (especially first thing in the morning), and that if you are going to work directly after your volunteering, you'll want to have a change of clothes available.

Volunteers should keep multiple bags in their pockets to clean up after each dog. These can be found in the volunteer office within the dog program cabinet. Waste should never be abandoned in the courtyard or walkways. All bagged waste should be disposed of in the Dog Adopts kitchen trash bin. Waste cleaned up with one of the scoops should be placed in the toilet in the DA kitchen.

Volunteers should limit their time with each dog to 3-5 minutes. Return them to the kennel after this timeframe regardless of whether they've relieved themselves. After a few days they will learn to be prompt.

Please be mindful of staff who are cleaning the Dog Adopts room and defer to their requests. If the dog's living area is heavily soiled, return them to the clean side of the kennel. For elevated kennels that are soiled, please wad up the dirty newspaper and refresh it with a clean layer. Additional newspaper is located by the leashes at the far west side of the Dog Adopts room.

If you see a pink slip in a kennel card holder in the morning, do not take out the dog marked. This slip is a flag to staff that the dog should be transferred to the clinic for their spay/neuter surgery. Shelter staff will be sure to walk the dog before doing the transfer.

Grooming: Dogs who have been earmarked for grooming by volunteers and staff will have a picture card slipped into their kennel card holder. If you don't see a grooming request, but see that a dog needs a bath, double check that they have not had surgery within the past 10 days as their incision site can become infected if made wet. Remember to leave a note in the kennel card holder when the dog is out so that staff know of their location.

After the Clean & Preen session be sure to put a bandana on the squeaky clean dog. Bandanas can be found in the Clean & Preen room or the Volunteer Office. Additional details on grooming and bathing dogs can be found later in this manual.

Exercise: If you are tending to a dog outside of adoption hours, you may be able to take them to the Training Center for exercise. Volunteer “Open Hours” for the space are Monday through Friday from 9:00 a.m. – 10:00 a.m.. Beyond this time frame volunteers should defer to a member of the AB&T team for availability. Details on Training Center use and etiquette can be found at the end of this manual.

Bedding and Water: Check that each kennel is stocked well with blankets or towels and that each water dish is full. When refilling water bowls be careful not to touch the kennel bars with the can tip. Clean bedding and towels are located on the far West end of the Dog Adopts room, near the leashes. Soiled towels should be placed in the Dog Adopts kitchen. If there are no clean blankets or towels available, please replenish them from the laundry room.

2) Relieve stress and boredom

Quiet Time: Often our time with dogs is spent doing active things, such as training or playing fetch. Dogs in a kennel environment tend to be over-stimulated, and lose the ability to settle. It can be easy to forget that ‘down time’ with people is just as important as active time. Many dogs may forget how to relax which can also make the transition into a new home difficult. The goal for quiet time is to give dogs a chance to unwind and enjoy quality time with people.

- Quiet time can either take place in the Volunteer Office, counseling room or other private space that is free from distractions.
- Quiet time should last between 10-20 minutes.
- Good activities during quiet time include: relaxing, petting, grooming, massage, or doing paperwork/reading while you hang out with the dog.
- The most important thing is that what you are doing is not active.
- Quiet time should be limited to non-adoption hours.

Toys: Check that every dog has a toy in their kennel and distribute as necessary. Ensure that all toys are appropriately sanitized before and after use. Toys that are worn for wear should be discarded. Toys and sanitation supplies are located in the Dog Adopts kitchen.

Activities: Choose and implement an activity out of the Underdog Binder for each dog. Be sure to reference the log to check if a particular dog needs specific work. If a dog does not have a page in the log their enrichment activities are at your discretion.

If you notice a lack of toys, towels, bedding, clean mop water, or other supplies – please take the initiative to replenish these items. Supplies are found in the laundry room and volunteer office.

Read a Book: Help dogs who are stressed in their kennels relax by sitting outside their cage and reading to them. Here’s a quick breakdown of how this is done:

- Pick a good book. (Children’s books are wonderful. So are romance novels.)
- Pick a needy dog. (This might be a dog who’s been here a while, a shy dog or a wild-child.)
- Grab a stool/milk crate and place it near the dog’s kennel (best to be at one side or the other of the kennel).
- Sit, offering a sideways presentation. Don’t directly face the dog or their kennel.
- Introduce yourself.
- Read. For about 5 – 10 minutes only.
- Take your leave. Move on to the next dog.

3) Teach basic life skills

The following procedures should be acted out by every volunteer while they are working with dogs in the Dog Adopts room. These procedures are standard for all staff and volunteers working with canines and should be followed at all times. Consistency is key.

Clicker Training: Grab a clicker, a treat pouch and kibble and choose a dog with which to do reward training. Wait for a positive behavior, such as eye contact, quiet, sitting, and other attentiveness. Identify, click (or mark with 'yes') and reward desirable behavior with a piece of food. Ignore undesirable behavior. Do not make a verbal request for a specific position, call the dog, or lure them into position. Just wait until they offer a better behavior. Be sure to treat after every click. Also – remember that a clicker is NOT an attention getter. If used this way the effectiveness will diminish.

Classical Conditioning In-Kennel: Helping dogs have better kennel manners will result in them being approached by adopters more frequently and will help to shorten their length of stay. These are some of the most important exercises a Dog Care volunteer can perform. Volunteers should strive to perform all In Kennel enrichment activities on the “In Run” side of the kennel, otherwise known as the side facing the windows.

Help dogs associate their kennel with positive things.

- **DO** grab a treat pouch and kibble or tiny treats and do a few 'kibble runs' through Dog Adopts. Walk past kennels and toss or hand-feed kibble or tiny treats to the dogs, REGARDLESS of the dog's reaction or behavior.
- **DO NOT** hover, pressure or encourage the dog to come forward, and **DO NOT** request any specific behavior.

Help dogs learn kennel presentation that is appealing to adopters.

- **DO** grab a clicker, a treat pouch and kibble or tiny treats, and do some reward training in Adopts. Identify, click behind your back (or mark with 'yes' if you can't click) and reward desirable behavior with a piece of food. Ignore undesirable behavior.
- **DO NOT** make a verbal request for a specific position, call the dog or lure them into position. Just wait until they offer a better behavior.
- **DO** carry a leash as you approach kennels to get started on desensitization (see Level Two).

Help maintain mental stimulation and prevent boredom.

- **DO** choose and implement an activity out of the Enrichment Menu binder.
- **DO** consult the Enrichment Log binder to ensure variety of activities.
- **DO** try to follow up with any items you leave with a dog, to ensure that personnel that follows doesn't have unreasonable additional cleaning to complete.

Reward Training Out-of-Kennel: Help dogs practice appropriate behavior when people approach and open kennel doors.

- **DO** carry a leash each time you approach a kennel, whether or not you plan to use it, to aid in desensitization.
- **DO** wait for the dog to sit (or stand calmly) before opening the kennel door. If the dog jumps up as you are lifting the door latch, stop and wait for calm, polite behavior before proceeding. Stop and

wait (closing the kennel door if needed) as many times as necessary, every step of the way, until the dog remains calm while you open the door.

- **DO NOT** push the dog aside with your arm or leg.
- **DO NOT** open the door while they are jumping up, pushing to get past you, or barking.
- **DO** wait for the dog to sit or stand calmly before interacting with them in any way. When they do exhibit polite behavior, reward with a treat. Handle the leash, wait for calm, reward again. Close the kennel, and reward for continued polite behavior.
- **DO** repeat this process multiple times in a session, waiting for politeness at EVERY STEP, without taking dog out of kennel.

Help dogs learn to exit their kennel calmly and politely.

- **DO** follow all the above steps.
- **DO** wait for polite behavior after dog is leashed and before inviting dog to exit kennel. The extra time it takes to wait for polite behavior will pay off in the long run.
- **DO NOT** reward impolite behavior such as barking or jumping by allowing a dog to come out of the kennel when presenting these behaviors.
- **DO** wait for some degree of politeness before moving forward through the Dog Adopts doors and into the hallway.

Help dogs learn polite behavior on leash.

- **DO** click behind your back (or 'yes') and reward when dog offers any 'adoptable' behavior, such as eye contact, sit, loose leash, quiet, four paws on floor, or any other polite behavior.
- **DO** use appropriate leash management and reinforcement to ensure success and prevent undesirable behavior (eg: stand on leash and reward four paws on the floor to prevent jumping).
- **DO** remove and relocate a dog from any situation where they are too stimulated or distracted to experience success.

Provide a variety of activities to help maintain mental stimulation and prevent boredom.

- **DO** choose and implement an activity from the Enrichment Activity Menu found in the Underdog Binder.
- **DO** attempt to offer variety.
- **DO** try to monitor and follow up with removal and clean-up of items, to ensure dogs' safety and not place an unnecessary burden on cleaning staff.

Basic Training: The exercises below help dogs become more adoptable by teaching them that patient polite behavior gets what they want, and pushy, obnoxious, impulsive behavior gets them nowhere.

Say Please: This is a general idea that we should apply in ALL of our interactions with the dogs. The idea is that dogs should be taught and expected to say 'please' (simply by displaying some measure of calm, polite, appropriate behavior) in order to get the things they want: food, toys, treats, coming out of kennel, going through doors, etc.

Whenever you are in a situation where the dog wants something, make sure the dog says 'please' by showing any sort of polite, appropriate behavior (even if very brief), then 'yes' and allow them access to the desired thing.

If dog continually shows undesirable behavior in order to get what he wants, you should calmly say ‘too bad’ and turn away and/or ignore the dog (or step away from their kennel). Make sure to give the dog another chance in a very short time. If dog is unsuccessful after three attempts, you may need to adjust expectations to help ensure success.

Focus and Attention Exercises: Any activity (voluntary eye contact, come when called, touch targeting, responding to name/happy voice) that reinforces a dog for focusing attention on you also helps with impulse control and high arousal. If a dog is focusing on you, he is not engaging in obnoxious, high-arousal behaviors.

Wait At Doors: Your body speaks louder than your words. If you just stop at the door and wait until the dog is no longer putting any tension on the leash he will begin to realize you are not going anywhere until there is no tension on the leash. The second he relaxes and there is no tension on the leash (and/or he looks at you or briefly puts four paws on the floor), ‘yes’ and treat. In many cases, the ‘treat’ may be going through the door (using the cue ‘let’s go’ to invite the dog to move forward).

Settle: This is probably the easiest exercise to reward with little effort on your part. Any time you walk by a kennel where the dog is relaxing, say ‘yes’ and throw a treat as close to him as possible, so he doesn’t have to get up to eat it. After several repetitions of this, the dog will learn that just relaxing in the kennel is very rewarding. This can also be worked outside the kennel by observing and offering ‘yes’ /treat any time the dog relaxes on his own.

Sit or Down Maintain: If the dog is in a sit or down position (in or out of kennel), periodically ‘yes’ and treat the dog as long as he maintains the position. When he breaks the position, the treats stop. As dog improves, you can space your treats out more, rewarding less frequently.

As a dog is able to maintain the position longer, you can introduce distractions like clapping hands, turning away, stepping backwards or to the side. Get creative, based upon what you think the dog can handle. After each distraction you present, ‘yes’ and treat the dog with a pea-sized treat or kibble.

Another vital skill to practice is maintaining a sit when people approach (in or out of kennel). At first, have helpers approach no closer than about 5 feet ; ‘yes’ treat the dog generously for maintaining the sit position. Gradually, you can have helpers come closer, remembering to reward accordingly as the task becomes more difficult.

4) Document your work

Kennel Extenders: Be sure to record all bathroom activities on the kennel extender cards found in the kennel card holders. For complete instructions on how to properly mark the cards reference the appendix at the end of the manual.

Daily Dog Walking Tracker: In an effort to ensure that the canines in Dog Adopts are receiving at least three walks each day, we've created a simple tracking system to monitor their outings. The Daily Dog Walking report, is attached to a clipboard and can be found in the Dog Adopts kitchen. Volunteers should refer to this sheet throughout your visits. Highlighted dogs are those who are house-trained and should be prioritized for walks.

DOG PROFILES & HANDLING

Before Handling a Dog

Prior to engaging with any dog volunteers will need to learn more about the animal so as to best set yourself and the dog up for success. ***Volunteers are required to review each of the following items before removing a dog from their kennel.*** Failure to do so may result in a volunteer's removal from the Dog Adopts program.

Read their Kennel Card: The kennel card is the most important document for each dog as it contains all health, temperament, and behavior information for the animal. Note the dog's name, gender, age and other helpful information that is provided prior to taking them out for a walk.

Volunteers should not write on the kennel cards. If at any point you do not understand, cannot read, or have forgotten what a notation or symbol means – ask a shelter staff member. An example of a kennel card can be found at the end of this manual.

Review their behavior notes: Volunteers are required to read a dog's behavior report ***before*** removing them from their kennel. These screenings are performed by a shelter Animal Behavior and Intake staff member in an attempt to provide handlers with more information regarding each dog's personality and temperament. Reading the report will set both you and the dog up for success.

The Anti-Cruelty Society utilizes the ASPCA's Meet Your Match Safer evaluation system for determining an animal's predisposition for aggression or problem behaviors. The Behavior staff evaluates dogs for sociability, friendliness, and placement determination. The ASPCA Safer program specifically screens for aggression potential and is the first screening performed. Staff then combine these results with the animal's individual history and staff/volunteer observations to determine what kind of home will make the best match for each individual dog.

Review Additional Kennel Signage: In addition to the kennel card and behavior reports, volunteers should remain aware of additional notes in the kennel card holder. ***Do not*** remove a dog from the kennel if any of the following signs are present:

- **“Waiting for Test Results”** - which means the dog cannot be removed from the cage, shown or adopted until the results of the heartworm test are recorded by the clinic.
- **“Adoption Pending”** – A person is in the midst of the adoption process and is awaiting approval
- **“I'm Adopted”** – This dog is going home with someone and the adoption has been approved
- **“I am not available for adoption at this time”** – various health or behavioral issues may be the reason for this sign, or the dog may be sent to a breed rescue organization.
- **“Hold for BSR”**- This dog will be specifically held for the behavior department so that a behavior assessment could be performed. For your own safety as well as others, do not remove this dog from his kennel. This also means that if this dog is on the adoption floor, he is not available for adoption until the hold is removed.
- **“Temporary Housing”** – This dog has just arrived at the shelter and we are using the kennel as overflow until the dog is either transferred to Dog Holding or approved for adoption room placement.

Note their Adoption Match Category: The Adoption Match Program is a tool designed to increase successful adoptions while helping personnel make the best match between adopters and pets. Our goal is to make the adoption process more fluid and guest-friendly by providing volunteers and staff with easy-

to-read Adoption Match cards on each dog's kennel. These cards will categorize animals by Novice, Intermediate, Advanced, and Special. They help volunteers and staff connect visitors with a pet that best meets their experience, knowledge, and expectations. You will find the category descriptions for each animal category in the appendix at the end of this manual.

The category in which an individual animal is placed is determined after a behavior screening has been performed. Only staff from the Behavior and Training Department have clearance to designate an animal's category and write on their corresponding Adoption Match card. Volunteers and staff are welcome to nominate animals for a changed stage as rehabilitation and enrichment programs impact an animal's personality. These requests should be submitted in writing and given to a B&T staff member.

Basic Handling Policies

It is the responsibility of each individual dog handler to positively reward and reinforce desired behaviors and to actively manage the dog and his environment in a way that prevents undesirable behavior. It is our job to set dogs up for success.

Focus Your Attention: Volunteers are expected to have the dog actively and consistently engaged in beneficial enrichment activities. Your visual and physical focus should be directed toward the dog at all times. It is the responsibility of each dog's handler to positively reward and reinforce desired behaviors and to actively manage the dog and his environment in a way that prevents undesirable behavior.

Where to Work: Most handling and training efforts should be focused on the dog's behavior in the kennel, lobby and courtyard. These are the areas where the dog makes an impression on adopters.

It is our responsibility to help the dogs maintain polite manners, especially in the public areas where they spend most of their time. Although there are some activities that require a different environment, the dog must be successful in the public areas in order to get adopted.

While in Dog Adopts be especially mindful of careful management when exiting and returning each dog to their kennel. Move calmly and quickly to the exit door, while maintaining a short leash, keeping your body between the dog and other dogs. Do not stop in front of other dogs' kennels or allow your dog to approach or linger at kennels.

During times of inclement weather check with front desk staff before taking animals outside into the courtyard.

Leashing & Restraint: Maintain a secure hold of leash at all times. You should remain consistently aware of the environment, prepared and available to prevent and/or quickly respond to any situation. A volunteer's focus should be on the dog at all times. Dogs should never be left unattended.

Some of the larger dogs, or those who pull excessively, may be assigned a harness that has been pre-fit to their shape by staff. Assigned harnesses can be found hanging near the leashes in the back western corner of the dog adopts room. If there is a dog that does not have a harness, but you believe would benefit, please contact the Animal Behavior & Intake team or Volunteer Services Department.

For a quick video tutorial on how to properly harness a shelter dog click [here](#). If a dog doesn't not have an assigned harness, you can make-shift one using the method showcased by staff in [this video](#).

Keep Dogs Separated: Dogs should not have physical contact with one another at any time. This is to prevent the spread of germs and a potential fight. Ensure that there is always several feet of space between your dog and others that may be in the area. Only personnel that has been specially trained or pre-approved by the Animal Behavior & Intake team have the authority to allow dogs to meet.

Inappropriate Behavior: Remember that whatever a dog is looking at is what his mind is focused on. We must prevent, minimize or immediately interrupt eye contact when a dog is inappropriately focused on or responding poorly to a dog or person (or anything else). No dog should be allowed to continuously bark or stare at anything or anyone.

Any incident of undesirable behavior (such as over-arousal, excessive barking, jumping, mouthiness) should be *immediately*, yet calmly, interrupted and redirected to a desired behavior. Overly aroused, unfocused, disruptive dogs, or dogs exhibiting signs of stress and/or not responding to redirection, should be removed from the area and given a chance to succeed in a less stimulating environment, or returned to kennel.

If at any time a dog's behavior prevents you from handling him safely and in a behaviorally beneficial way, please return the dog to his kennel right away or ask someone for assistance if needed. We do not want dogs to have an opportunity to practice unsuitable behavior that is beyond our ability to handle or control.

Any behaviors of concern, or significant positive/negative changes, should quickly be brought to the attention of a shelter lead, AB&I and/or shelter manager.

Removing Dogs from Kennels

There are different procedures for removing animals from elevated kennels and the dog runs. In both cases, volunteers should always approach the kennels slowly, from an oblique angle, and with a calm demeanor.

Elevated Kennels: Some of the smaller breed dogs or puppies will be housed in stacked or elevated kennels. Follow these instructions to ensure safe removal.

- Approach the kennel talking to the dog in a calm and friendly voice.
- Open the kennel door slowly using your body to block the dog from escaping the cage and to ensure that the door does not open too widely.
 - Be sure to follow the Dog Adopts Procedures outlined above to reinforce calm kennel behavior while attempting to remove the dog.
- Put slip knot leash around dog's head and tighten.
- Supporting the dog's back end, lift the dog out of the cage keeping the dog's head away from your face.
- Put it on the floor while holding on to the leash.
 - Some puppies may not be leashed trained and may need to be carried out of the adoption room.

Dog Runs: Larger sized dogs are housed in dog runs which are split by a trap door that can be raised up or closed. Follow these instructions to remove a dog from their run:

- Approach the kennel talking to the dog in a calm and friendly voice.
- Slowly put your arm (palm down) against the kennel so that the dog can sniff your hand.

- Open the kennel door, while also blocking it with your leg.
 - This is done to prevent the door from swinging open and allowing the dog to escape.
 - Reinforce polite behavior by only removing the dog if they are acting appropriately.
- Drop in slip knotted leash, put it around dog's neck and tighten.
- Allow the dog to walk out on their own.

You should never crawl into the dog's cage. Let the dog come to you. If the dog does not want to come, then gently coax it out using a soft and friendly voice. If you do not feel comfortable, then ask for help from another volunteer or staff member. If the dog is disinterested, then just leave it alone. **Never take out a dog you are uncomfortable handling – it is for your safety and in the dog's best interest.**

Difficulty Returning a Dog to their Kennel: At times volunteers may encounter a dog who does not want to return to their kennel with ease. In such cases, volunteers are encouraged to try the tips below:

- Lure the dog into the kennel using a treat. Place several treats in your hand, allowing the dog to sniff, but not eat the treats. Gently lead the dog in the direction of the kennel. Once at the kennel toss the treats toward the back corner, allowing the dog to follow them. Using your body block the kennel door and slowly slip the leash off the dog.
- If a dog refuses to near one side of their kennel walk around to the other side of the same kennel.
- When all else fails ask for a staff member for assistance. Do not try to put the dog in by force.

Addressing Problem Behaviors

It is not uncommon for dogs to exhibit problem behaviors while staying in the shelter. It is important that volunteers identify and respond appropriately to issues as they arise. Volunteers should interrupt and redirect any undesired behaviors as they take place. The following are the most common behaviors that may arise as you work with our dog population.

Barking: Barking is a normal dog behavior. It indicates alarm, excitement, defensive or offensive behavior, attention-seeking, stress, or confusion. But excessive barking can be a source of distress to other animals. For this reason, keeping barking to a minimum will help to maintain the emotional and physical health of the animals in our care.

Here are a few tips on how you can help curb this behavior when it becomes excessive:

- Give the dog something else to do with his mouth. Offer chew toys and puzzle toys.
- Offer physical exercise in the courtyard or training room.
- Click-for-quiet: Stand in front of the dog's kennel and wait until he is quiet for 1 second, click/say yes, immediately offer a small treat. Progress by waiting for 3 seconds of quiet, then 5, then 9, then 3, then 9, etc. before offering a treat.
- Walk past a barking dog and toss several small treats. While dog is finding and eating the treats (he can't bark and eat at same time) return to his kennel and verbally praise, offer another few treats while dog is quiet.
- Catch the dog "in the act of" being quiet. Don't assume your training is complete! Always always reward good behavior – especially when it's volunteered by the dog.
- Train the dog to sit and/or down and request it the instant the dog begins to bark.
- Be an individual dog's advocate. Nominate him for shelter dog training classes; work on his obedience skills outside of his kennel.

Leash Chewing: Some dogs get overly excited when coming out of their kennels. In an effort to expend this excited energy dogs may begin to grab or chew on the leash. If a dog does this, do not stop and attempt to get the leash out of the dog's mouth or otherwise give the dog any attention. Often, as soon as you leave the adoption room and all of the stimulation it holds, the dog will drop the leash on their own.

If the dog doesn't drop the leash, ask them to sit or trade with a toy. **If they are not cooperative, it's time to take them back to their kennel.** At no time should volunteers be handling a dog who is overly 'chewy' and unresponsive to redirection as it may result in a bite.

If there is a dog that you know gets mouthy when coming out of the kennel then be prepared before taking him out. Have a toy (a tug toy or rope bone is ideal) handy. As soon as the leash is on the dog offer him the toy. Continue to hold one end as they bite the other and walk him straight out of the room.

Poor Impulse Control: Volunteers and staff can help a dog vastly improve their impulse control by requiring that they say 'please' for anything that they want. Exercises include:

- Waiting until given permission to take toy, treat from hand or food bowl
- Waiting at doors until told 'let's go'
- Waiting for calm behavior before exiting kennel
- Eye contact
- Sitting for greeting (requires two people or a tether, so greeter can turn and step away if dog jumps)
- Work on sit/hold and down/hold by rewarding a dog consistently as he maintains the sit or down position for longer periods of time (with increasing distraction)
- Clicking/rewarding for brief (and eventually, sustained) calm behavior in or out of kennel
- Desensitizing/rewarding for calm behavior in the presence of triggers like leashes, passing dogs, or manipulating kennel latch, etc.
- Dogs should not be allowed to jump on anyone in the shelter. This is an undesirable behavior, and we should all do our best to not encourage it.

If a dog does not respond to your re-direction and becomes overly mouthy or jumpy, it's time to take them back to their kennel. By allowing a dog who is "acting out" to continue their inappropriate behavior we may actually be doing them unintentional harm.

By helping a dog learn to consistently control their own impulses (and then holding them accountable for doing so at all times), you can help curb a lot of jumpy, mouthy, hyper, over-reactive behavior which can discourage adopters.

GROOMING DOGS

As you work in the Dog Adopts room you may notice some dogs have Clean & Preen request cards slipped into their kennels. These are dogs that should be prioritized for grooming. You may also notice a dog without a card in desperate need of a bath. In this case be sure to check that the animal has not undergone a spay or neuter surgery within the past 10 days before proceeding.

The Volunteer Services department regularly holds Clean & Preen parties, which are mini training sessions, for volunteers looking to advance their grooming skills. Attendance to one of these classes is not required, but definitely encouraged.

Brushing a Dog

When brushing or combing most dogs you should move your tool in the same direction as the hair growth. When the dog has long hair they need to be “back brushed.” To do this, brush with the hair, then against the hair, and then back with the hair. This way you can brush out mats and make sure they don’t have tangles.

Always remove the hair from the tools you’ve used and disinfect them when finished. Do not attempt to trim a dog’s nails. This is a tricky procedure, and if done incorrectly, it can injure the dog.

Bathing

Before taking a dog out of their kennel for grooming, ensure that there is a Clean & Preen card in the kennel card holder – this way personnel will know where the animal is currently located.

When you pull the dog out from their kennel be sure to practice the proper removal techniques as outlined in the Dog Adopts Room Procedures section.

Before you bathe:

- Walk the dog for a few minutes before you move into the Clean & Preen room to give them a chance to relieve themselves.
- Give yourself at least a ½ hour for each bath so that you will have time for proper socialization, bathing, and drying.
- Make sure that there is a floor mat placed on the bottom of the tub so the animal doesn’t slip.
- Always look through the window of the Clean & Preen room door before entering. This will alert you to any loose animals, dogs tied out, or people working just on the other side of the door.
- Many dogs are afraid of the sound of the hair dryer. Turn the dryer on and leave it running while you bath the dog. Chances are, by the time you have finished washing the dog, they will have forgotten about the hair dryer and it will simply be background noise. Volunteers are responsible for the upkeep of the clean and preen room. Always disinfect the tub, brushes, combs, toys and bowls after each use.
- The pipes from the water in the tub make a loud sound that scare the dogs, so it’s important to keep them as calm as possible while they are in the room with you.

Tips for bathing:

- Choose an appropriate shampoo and always start at the rear of the dog’s body and work your way towards the neck. Use a washcloth or sponge when working on the dog’s head.
- Note that dogs act differently while getting bathed. You can’t always tell how they will react so be prepared for their demeanor to change once the water or dryer is turned on.

- When placing the dog in the bathing tub, be sure to secure them to one of the leashes attached to the wall. This will prevent them from jumping out and hurting themselves.
- The temperature of the water in the Clean & Preen room fluctuates dramatically. For this reason it is very important to always keep one hand in the water as it is running to prevent the dog from being frozen or scalded.
- To postpone a dog shaking the water off of them (and onto you) keep the dog's neck dry (around the collar) for as long as possible. Dogs will shake the water off when the area around their neck becomes wet.

After the bath:

- Use clean towels for each dog and never put a wet animal into a cage. It is your choice whether to use a blow dryer to dry the dog or walk them around until they are dry. The concrete floors can seem extra cold when an animal is damp and may increase the risk of illness.
- After the dog is dry place a festive bandanna around their neck. Studies show that animals who have accessories on them, or in their kennel, get adopted faster.
- After you return the dog to their kennel be sure to mark on their Behavior Check Card that they were bathed. Specific instructions on how to do this are found in the appendix.

Clean & Preen Room Etiquette

- Be careful to watch if water is leaking out of the room and into the hallway. If this happens please wipe up excess water and notify maintenance.
- Do not leave hair in the drain. Clogs cause serious problems to our plumbing, so please remember to clean the drain before leaving.
- Replace all products and tools back to where you found them.
- If you dilute a product with water please toss it afterwards as mixes become moldy quickly.
- If there is a pile of dirty towels in the room, please wash a load in the laundry room. Grab a handful of clean, dry towels, and put them away neatly in the C&P room. Ask staff for help if you need assistance using the washer.
- After using the room, remember to sanitize the tub and floor using the provided disinfectant and squeegee.

CONCLUSION

On behalf of the staff and animals of The Anti-Cruelty Society we would like to thank you for taking the time to train in this vital program.

As a Dog Care Volunteer you will be assisting staff and other volunteers make each dog's shelter experience more pleasant while shortening their length of stay. With your help each dog will have their physical, mental, and emotional needs met on a daily basis. You will also be reinforcing each dog's practice of positive behaviors which will not only help them get adopted faster – but will also lead to a better quality of life for themselves and their adoptive family.

Thank you again and we hope you enjoy your time working with The Anti-Cruelty Society!



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APPENDIX

Kennel Card Extenders

Every time a dog relieves themselves while out of their kennel it is important for personnel to make a note on the Behavior Care Cards which are located in the kennel card holder attached to the dog’s cage. Staff need to have records of every dog’s elimination patterns.

Volunteers should note the following guidelines when marking these cards:

- Volunteers should only use pencil when marking the cards.
- Volunteers should not mark anything beyond the areas highlighted on the card below. If the dog you are working with has behavior or health concerns you should notify a staff person instead of writing anything down.
- If the date is not completed please accurately fill this portion out.
- Be careful to mark on the appropriate column for either “am” or “pm.”
- “I” = Eliminated on the “In-Run” side of the kennel (when applicable)
- “O” = Eliminated on the “Out-Run” side of the kennel
- “OS”= Eliminated outside of the kennel
- If at any time you identify blood in stool or vomit notify a staff member immediately.
- If you bathed the dog write the letter “B” above the appropriate date.

DATE	B 12/20													
	am	pm	am	pm	am	pm	am	pm	am	pm	am	pm	am	pm
BEHAVIOR														
normal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
listless	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
quiet	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
scared/shy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
aggressive	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
noisy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
EATING														
normal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ribbling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
not eating	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
URINE														
normal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
excessive	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
strong odor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
bloody	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
none	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
STOOLS														
normal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
loose	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
diarrhea	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
bloody	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
none	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
VOMITING	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
COUGHING	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SNEEZING	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
AGENTS														

TREATMENTS (over)

Dog Enrichment Menu

IN-KENNEL CLICKER/REWARD TRAINING: one of the most time-effective and beneficial enrichment activities; dogs spend the majority of time in kennel and most problems and solutions start there; the kennel is where dogs must make a first impression on adopters, so teaching and rewarding positive behavior in kennel is critical; 10-15 minutes per room, per session

COOKIE RUNS (CLASSICAL CONDITIONING): help dogs develop more positive feelings about being in kennel by tossing a tasty, high-value treat (cheese, freeze-dried liver, hot dog) as you walk by; especially useful for nervous, scared, shy and shut down dogs; 5-10 minutes per room, per session

POTTY BREAKS: completely separate from other training and socialization; potty breaks should consist of no more than 3-5 minutes, leashed, in appropriate potty area (with immediate rewards for success...be prepared with high-value treats); purpose is to help dogs maintain and develop good potty habits by providing adequate opportunities to eliminate outdoors and encouraging them to eliminate quickly when taken to potty area; if dog does not eliminate within five minutes, return to kennel, move on to the next dog and try again later; <5 minutes per dog

FOOD DISPENSING TOYS/PUZZLES: any object or container with food inside; the dog must interact with and manipulate the object to get the food out; food can be hidden in a variety of objects/containers: rubber Kongs, Kong Wobblers and other puzzles, paper bags, cardboard food boxes, cardboard paper towel/TP rolls, papier mache treat balls, braided ropes, crumpled up paper, etc. **TIPS:** use a small amount of kibble and pea-sized treats; monitor for safety and clean up as much possible; be creative and share any new ideas; time depends on activity

SCENT ENRICHMENT: any opportunity for dogs to exercise their sense of smell is beneficial; use diluted extract sprays to mist in rooms, on kennel walls, braided ropes or other washable toys. Use **ONLY** sprays made from food-safe cooking extracts on items with which dogs will have direct contact. Household scent sprays, linen sprays, air fresheners, etc. should only be used to mist the air in the room; 5-15 minutes

SOCIALIZATION WALKS: take a walk off-the-beaten path to new areas of the shelter; expose dog to five new people/things, rewarding for loose leash and calm, polite behavior; encourage and reward exploration and confident approaches, while avoiding (or removing from) any situation that seems to cause significant stress; 10-15 minutes

HANDLING: regular handling work should be done to help condition a dog to tolerate (and enjoy) handling from various people; expose dog only to a level of handling that he is able to comfortably tolerate, rewarding each touch with a tiny piece of food; gradually increase the intensity or duration of the touch if the dog easily tolerated the previous touch; reward after every touch, no matter how small; slow down and decrease the intensity if the dog is showing any signs of resistance or stress; **DO NOT** continue to expose dogs to handling (or any situations) in which they are experiencing ongoing stress; 10-15 minutes

QUIET TIME: occasionally, a dog will be too scared or shut down to fully benefit from enrichment activities; these dogs may benefit from a little quiet time away from the adoption area/lobby; it is very important NOT to pressure the dog to interact or perform any certain behaviors; monitor and recognize signs of stress and DO NOT continue to expose a dog to a situation or environment that is causing ongoing stress; with approval, counseling rooms, offices, training room, volunteer area, lunch room, etc. can be suitable locations for quiet time; 10-15 minutes

PHYSICAL EXERCISE: Dogs who demonstrate a significant need to burn off physical energy/frustration can be taken to the Training Center, when available, for interactive physical play; dog should remain actively engaged in physical activity (fetch, chase me, tug and drop, etc.); dogs should not be removed from adoption floor for extended periods of time; remember, also, that mental stimulation can be equally effective as physical exercise; 10-15 minutes

IMPULSE CONTROL EXERCISES: You can help a dog vastly improve his impulse control by requiring that he say 'please' for anything that he wants.

Exercises include:

- waiting until given permission to take toy, treat from hand or food bowl
- waiting at doors until told 'let's go'
- waiting for calm behavior before exiting kennel
- eye contact
- sitting for greeting (requires two people or a tether, so greeter can turn and step away if dog jumps)
- work on sit/hold and down/hold by rewarding a dog consistently as he maintains the sit or down position for longer periods of time (with increasing distraction)
- clicking/rewarding for brief (and eventually, sustained) calm behavior in or out of kennel
- desensitizing/rewarding for calm behavior in the presence of triggers like leashes, passing dogs, or manipulating kennel latch, etc.

If a dog does not respond to your re-direction and becomes overly mouthy or jumpy, it's time to take them back to their kennel. By allowing a dog who is "acting out" to continue their inappropriate behavior we may actually be doing them unintentional harm.

By helping a dog learn to consistently control their own impulses (and then holding them accountable for doing so at all times), you can help curb a lot of jumpy, mouthy, hyper, over-reactive behavior which can discourage adopters.

Training Center Etiquette

Volunteers are welcome to utilize the Training Center for dog socialization.

If you use this space – please adhere to the following:

- Volunteer “Open Hours” for Center use are Monday-Friday between 8:30am-10am.
- Limit individual dog playtimes to 15 minutes.
- Must transport dog on leash to room and keep a leash on dog entire time.
- Use only toys from dog’s kennel or from the Dog Adopts area.
- Clean up feces with a plastic bag (we keep a healthy supply in drawer in kitchen).
- Deposit poop bag in trash bin in laundry room, not in Training Center kitchen.
- Use training room mop to clean behind bowel movement and/or urination.
- Let AB&T know if mop bucket needs to be changed.
- Do not allow dog to use equipment or any apparatus that may be out (i.e. treadmill, agility equipment).
- Do not allow more than one dog per event.
- Keep those doggies moving – the training room is meant for providing exercise; socialization or quiet time should be in the lobby/courtyard/volunteer office, etc.
- Use signs on doors/windows (we can provide) to indicate that room is in use.
- If you observe any interesting behaviors from the dog while walking to the Training Center or while utilizing it – please be sure to mention your insights to a member of the AB&T team.

Beyond Open Hours

The School of Dog Training and Animal Behavior Training team use the Training Center throughout the week for classes and to perform behavior assessments. We ask that beyond Open Hours, volunteers defer use of the room to staff for these purposes. Should you like to use the room after Open Hours, or on the weekends, please connect with an AB&T staff member before utilizing the space.

Don’t forget the value of the walk to and from the training room. Even if the room is not available – at least the dog got a bit of exercise and a change of scenery.



VOLUNTEER OFFICE ETIQUETTE

Volunteers are welcome to utilize the volunteer office dog socialization room and should adhere to the following:

- Use signs on doors/windows to indicate that the room is in use.
- Do not allow more than one animal in the room at a time.
- Limit individual socialization sessions to 15 minutes so other volunteers have an opportunity to use the space.
- Keep the dog engaged –the office is meant for providing socialization and quiet time.
- If you utilize toys during socialization, be sure to put soft toys in the laundry hamper, and hard toys (like kongs) in the Dog Adopts kitchen sink for staff to disinfect.
- If you observe any interesting behaviors from the animal while in the Volunteer Office– please be sure to mention your insights to the Volunteer Services Department or the AB&I team.

If a dog soils the space while in your care – please follow these steps for proper clean up:

Liquid Waste

1. **Soak up the urine with paper towels.** These can either be found on the black cabinet, across the hall in the clean & preen room, or grab a handful from the restroom.
2. **Dispose of paper towels.** Place soaked paper towels in a plastic bag and put them in the waste bin across the hall in the clean and preen room.
3. **Mop & disinfect.** Using the mop bucket located next to the clean & preen room, mop up the remaining urine. If the mop bucket is dirty/stale please refresh with new water/solution by following the instructions posted in the maintenance closet, which is to the left of where the bucket is stored. Do not use soiled water to mop up a spill as it spreads germs.

Solid Waste

1. **Pick up the feces using a plastic bag.**
2. **Wipe & disinfect.** Disinfect the “poop spot” using paper towels and the provided bleach spray, both of which are located on the black cabinet. Place the soiled paper towels in the plastic bag. If the bottle is empty, go to the clean and preen room, pour in 1 part bleach and dilute with 25 parts water.
3. **Dispose of the plastic bag** by either placing it in the clean & preen garbage can or Dog Adopts kitchen waste bin.



Dog Care Daily Checklist

Print out a copy of this checklist to bring with you for your Solo Session.

- Check the Underdog Project log to see which dogs may need additional enrichment.
- Introduce yourself as a Dog Care I volunteer to personnel in the Dog Adopts room.

Check to see that each dog has the following:

- Fresh Water
- Bedding
- Toys
- A Bandana

Identify dogs who:

- Are housebroken and need to be walked
- Need to be groomed

- Perform a Kibble Run.** Make sure you have a leash around your neck at all times.
- Perform a Clicker Run with various dogs.**

After addressing the needs above, choose a dog for an enrichment session. You can choose to focus on dogs who are in the Underdog Project or others. The choice is yours!

- Choose an activity from the Enrichment Menu
- Collect supplies needed for activity
- Practice Classical Conditioning In Kennel with your chosen dog
- Practice Reward Training with your chosen dog
- Implement the chosen activity.
- Conclude socialization session
- If the dog is in the Underdog Project, log your observations and notes.

- Choose another dog and follow the same steps as above**

Before concluding volunteer activities perform the following:

- Disinfect all tools used during your visit
- Notify personnel that you are concluding your volunteering
- Log your volunteer hours on a Volunteer Office computer
- Schedule your next volunteer session

Be sure to check if there are any SAFE dogs requiring socialization by referencing the bulletin board near the lockers in the Volunteer Office.

SAFER BEHAVIOR GLOSSARY

Arousal: A change in physiological state that can sometimes lead to aggression. The tail will be perpendicular to the spine, ears forward, occasionally body-slam and mouth with pressure, hair raised

Attempt or Try to Bite: The dog attempts to bite the assessor but it fails due to proper handling

Body Slam: Dog jumps with two or all feet on the assessor with a stiff or tense body then turns away

Body, Loose and Wiggly: Entire body is relaxed and wagging back and forth

Body, Stiff or Stiffening: The muscles of the dog's body are taut or rigid

Ear Posture, Ears Back: Dog lays ears flat to head and tips point to their rear. Variations will occur depending on breed, ear shape etc.

Ear Posture, Ears Forward: Base of ear is brought towards front of head. Often forehead will be furrowed when ears are furrowed

Eyes, Hard: Eye is large and whites are visible (Whale Eye) Dog is stiff or frozen

Eyes, Soft or Blinking: Eye is almond shaped. Whites are not visible and the dog is blinking

Eyes, Squinty: Eyes appear partially closed and relaxed

Fearful: A state that can be observed as pupils dilate, ears back, tail ducked, body low to the ground. Dog may be frozen or try to leave (Fight or Flight)

Freeze: Dog ceases all movement, stops breathing, becomes stiff

Huffing or Laughing: A short, repetitive pant during play

Lip, Long: Lip is long and stretched toward ear

Lip, Pursed: Lip is short and tense

Lip, Licking: Dog licks his lips without food/eating also called a tongue flick

Mouth Position, Closed: Dog brings upper and lower jaw, lips, and teeth together. He is unable to pant through his mouth

Mouth Position, Muzzle Punch: Dog hits assessor's body or hand with his muzzle, a closed mouth

Mouth Position, Open Mouth: Jaw is relaxed with the lower jaw separated from the upper jaw and lip

Play Bow: Dog lowers front of body to the floor, legs outstretched and rear elevated to initiate play

Popping Body Movements: Quick, dramatic, short movements with body and stops and become in-between movement to initiate play

SAFER Assessment: (Safety Assessment For Evaluating Rehoming) is a seven-item aggression assessment that identifies the dogs comfort level with restraint and touch, reaction to new experiences including movement and sound stimuli, bite inhibition, behavior around food and toys, and arousal toward other dogs. The dog's behavioral response to these assessment items and the organization's Standard Operating Procedures determine the next steps to be taken with the dog

Shoulder Rub: Dog leans body into Assessor in short deliberate moves, rubs with shoulder then moves away and tends to other stimuli. Dog may appear unconnected to the Assessor

Stress Yawn: The dog yawns but is not sleepy or tired

Tail, Down: Tail runs parallel to rear legs or points to the floor

Tail, Neutral: Tail is at spine or parallel to spine

Tail, Perpendicular to Spine: Tail is above spine and makes a 90-degree angle where it attaches to the body

Tail, Tucked: Tail is tucked under the body and is covering genitalia or tail is pressed down tight to the body